

# **JOB ANALYSIS AS BASIC HUMAN RESOURCES MANAGEMENT FOR HUMAN RESOURCES PLACEMENT (Study in the “Model” of Public Elementary School – City of Malang)**

**Puspita Auditya Sotya Palupi, Choirul Saleh, Hermawan**

Jurusan Administrasi Publik, Fakultas Ilmu Administrasi, Universitas Brawijaya, Malang  
E-mail: [puspita.palupi@gmail.com](mailto:puspita.palupi@gmail.com)

**Abstrak:** *Analisis Jabatan sebagai Dasar Manajemen Sumber Daya Manusia untuk Penempatan Sumber Daya Manusia (Studi di Sekolah Dasar Model - Kota Malang).* Masih ada ketidaksesuaian antara latar belakang pendidikan dan beban kerja yang diberikan pada sumber daya manusia. Beban kerja masih belum jelas. Beban kerja bagi Pegawai Negeri Sipil sudah diatur dalam UU no 14 tahun 2005, tetapi bagi karyawan dan guru tidak tetap masih bergantung pada kebijakan sekolah. Dengan penelitian kualitatif dan analisis deskriptif, hasil penelitiannya adalah beban kerja bagi guru honorer bergantung pada jam kerja yang disediakan sekolah. Karena masih ada posisi yang belum diisi oleh orang yang berpengalaman maka prinsip kemanusiaan harus dipakai. seperti yang sudah dijelaskan pada skripsi ini. Tetapi masih ada banyak kriteria yang seharusnya dipenuhi dalam menempatkan sumber daya manusia.

**Kata kunci:** *analisis jabatan, analisis beban kerja, manajemen sumber daya manusia*

**Abstract:** *Job Analysis as Basic Human Resources Management for Human Resources Placement (Study in the “Model” of Public Elementary School – City of Malang).* There are still mismatch between educational background and workload entrusted to human resources. Workload is still unclear. If civil servants already regulated in Act no 14 in 2005 year, then for temporary staff depending on school policy in determining the workload. With qualitative research and descriptive analysis, the result is a load of work on honorary staff depending on the number of hours provided by the school and also the amount of workload associated with the provision of fringe benefits. The aim is to know are the human resources balance with workload. In addition there are some positions not filled by less experienced people in the field. Humanitarian principles used in this placement. In addition to humanitarian principles also explained also the criteria used in the placement of employees in this thesis. Again, there are several criteria that should be fixed benchmark in placing employees but not yet used.

**Keywords:** *job analysis, work-load analysis, human resources management*

---

## **Introduction**

To promote quality of human resources is not simple. Ability, loyalty, and work ethic of personnel has not yet meet the high expectations to solved Indonesian government. Proved that in the provincial capital itself should do the auction office for existing government apparatus who does not meet the specified criteria (Kompas, 13 July 2013)

With Indonesia's population of more than two hundred and thirty million people according to Badan Pusat Statistik (2010) , Indonesia could be said to have all available resources even more. The high number of residents coupled with the breadth of Indonesian state area making the spread of education is uneven. As the result, the existing human resources do not meet the desired requirements or criteria.

Steps ever taken in the improvement of the administration of the state, which through Menteri Pendayagunaan dan Aparatur Negara Policies no 19 of 1990 on eight program boosters utilization of state apparatus that includes: supervision attached, job analysis, preparation of functional positions, quality of leadership, staffing procedures simplification, administrative information systems, simplifying administration of public services, and the emphasis of regional autonomy.

Teacher is one of the positions in the government that has a function to educate students, therefore teachers called functional position. In an educational institution, one of which is school, there are two positions. The first is called structural position. As the name implies these positions are filled structures in educational institutions. For example, the vice principal,

administration, and other than the teacher. The second position is a functional position. As described above, has a functional position and are in-line educational institution that has a function, namely teachers.

Development of competency standards is one of way to improve the quality of human resources. The progress of time and technology requires qualified human resources who are able to and anticipate the effects of changes. One of the key components that have contributed to improving the quality of human resources is a primary school teacher. Therefore, the demand for qualified primary school teachers is increasing. With the Education Minister Decree No. 0854/O/1989 Date December 30, 1989 increased teacher qualifications set of elementary graduates into graduate SPG D - II PGSD. Though after nearly 16 years has not been all elementary school teachers meet the new qualifications, but in Government Regulation No. 19 of 2005, stipulated that educators in SD / MI, or other forms that have equivalent: (a) a minimum education qualification of Diploma (D - IV) or Bachelor (S1), (b) higher education background in elementary education / MI, education, or psychology, and (c) a certificate for the teaching profession SD / MI (Article 29, Paragraph 2)

It is necessary for job analysis. This job analysis resulted in two main pieces of job descriptions and job specifications. The results of this job analysis will analyze the placement of teachers in the office now and if there is weakness or competence is not in place it can be changed and replaced with a more competent.

The "Model" of Public Elementary School have as many as 65 (sixty-five) human resources and educational staff as much as 37 (thirty seven). Of educators who were sixty five, as many as 28 (twenty eight) people have been civil servants and not all teachers have a professional certificate for SD / MI. Whereas in accordance with Regulation No. 19 of 2005 on National Education Standards, teacher professional certificate is essential.

## **TheOritical Review**

### **1. Job Analysis**

Siagian (2008,p.75) says that "job analysis is a systematic conscious effort in collecting, assessing and organizing all kinds of work contained in an organization." From that sense it is an organization that has the necessary analytical work and the task of analyzing the role of the all existing jobs.

According to Soedjadi, job analysis (job analysis) is often translated by the term

job analysis. Job positions itself translates to in terms of employment or work in conjunction with a position. (1992,p.167)

The opinion emphasizes that the job analysis relates to something that is the duty of a person's office do their job through a research first. The results of the study are then applied in the form of job carried out by a person in accordance with the capabilities and expertise. It is essential that the skills or abilities that someone must be in accordance with the position lap.

### **2. Workload Analysis**

In this study, researchers conducted research on the teaching workforce is one of the teachers at the elementary school level. Unlike the junior high school or high school, a teacher at the primary school level is not entirely based on the subjects. A homeroom teacher is usually required to master the basic subjects such as math, Indonesian, social science, natural science, citizenship education. For local content subjects such as English and regional languages then there are special teachers who will be teaching.

So the workload of teachers has not only one but more than that is to educate its students not to mention if he has the additional duty. In Article 35 of Law No. 14 of 2005 also stated that teachers have at least 24 (twenty four) hours of face-and as much as possible all the 40 (forty) hours of face-to-face within 1 (one) week.

### **3. Human Resources Placement**

HR Placement according Suwatno (2003) is to place the employee as an element of executing the work at the position corresponding to the abilities, skills, and expertise. Meanwhile, according to Mathis & Jackson (2006), the placement is to place one's position to the right job position, how well an employee is fit to work will affect the amount and quality of work.

Placement of employees located at the position after the selection and recruitment process has been completed, namely when a prospective employee has been received and is ready to carry out the tasks that will be given. Staffing is very important because if staffing is not adapted to the competence and capabilities of personnel, the outcome and output results will be less satisfactory.

## **Research Method**

The research used by the author is qualitative research with descriptive analysis. This type of problem-solving procedures that have been studied by exposing the data obtained

from the observations were analyzed and interpreted literature with the conclusion.

If the focus of research has determined it will be easy for researchers to find the data and the conclusion of the research conducted.

With the description above the research focus are

- a. Job Analysis to Know Human Resources Competence, parameters measures includes:
  1. Human Resource Placement, is associated with an educational background
  2. Human Resources Education Levels, were associated with the type of work
- b. Workload Analysis, parameters measured includes:
  1. Subjects Study, is associated with a number of class hours per week
  2. Group lessons (classes), is associated with a number of face-to-face.
- c. Human Resource Placement Aspect, parameters measured includes:
  1. Type of work, associated with employee skills.
  2. Human resource routine task, associated with the position description.
  3. Human resource capabilities, associated with workload.
- d. Supporting and inhibiting factors for human resources placement

## Discussion

### 1. Job Analysis to Know Human Resources Competence

#### a. Human Resources Placement, is associated with an educational background

The "Model" of Public Elementary School using some of the principles and factors that combined to put human resources. A resource that has more experience is placed in a position that requires experience as a basis for work. For example, sixth grade elementary school is the last level in elementary school, after which it will face a national examination and entered junior high school.

In the process of national exams, sixth grade students prepare for a variety of things, ranging from tools that need down to mental preparation for students. For the preparation of lessons, teachers need to understand beforehand that the students' learning process on the national exam students will be able to pass a national exam and get satisfactory results. So, for the sixth-grade teacher qualifications and experience factor wears educational background. Educational background is also a major factor in the placement.

Already been described in the data analysis that was once known as a certificate. This certificate contains about one's qualifications in teaching. Not only teach but also how a teacher can control a child by knowing the factors psychology.

#### b. Human Resources Education Levels, were associated with the type of work

Suitability knowledge is essential to support the learning activities in this school. There are several studies that say that there are some human resources who have no knowledge of conformity with the tasks entrusted to the concerned. Such discrepancy is the leadership before now. Examples of natural science laboratory personnel. A science lab has a wide range of experimental tools in each class syllabus. And laboratory personnel should know the ins and outs in the laboratory and how to use each tool. But it is very unfortunate that after observation, the employee really did not understand how to use it.

## 2. Workload Analysis

#### a. Subject Study, associated with a number of class

For teachers who teach local content, in accordance with law No. 14 of 2005, if the number of teaching hours is less than 24 hours then called upon to teach in another school until the number of hours of teaching are met.

Under Law No. 14 of 2005 on Teachers and Lecturers, the obligation of a teacher is to meet the teaching hours of between 24 to 37.5 hours per week. Seen from the table above that every level of the existing teacher-setting number of hours of teaching lessons each week, so this designation must be followed by all teachers.

In addition to subjects that affect workload, the number of classrooms also affect workload. Imagine a teacher teaching religion in one day more than five classes, each class as much as two hours of lessons and each hour has a duration of 40 minutes. It would be burdensome if the different levels of classes. Actually, for a number of study groups only affect the subject teachers. Master classes are not affected by the number of classrooms.

#### b. Group Lesson (classes), is associated with a number face-time

At the Elementary School "Model" Malang each grade level is divided into approximately 4-6 group lessons and group lessons each containing 20-30 students.

Calculated based on the number of face-to-face subjects, not based faculty. For grade one to grade 3, the overall number of face-to-face less than grade four to grade 6. At the elementary school, Saturday school is not organized learning activities for grade one to grade three. While the grade four to grade six school activity persists.

### **3. Human Resources Placement Aspect**

#### **a. Type of Work, associated with employee skills.**

Factors such as these are one of the factors that should be considered in placing human resources in accordance with their interests, skills, and hobbies. If there is corresponding with the job skills, interests, and hobbies of each human resource then the work will be completed faster and also increases productivity.

#### **b. Human Resources Routine Task, associated with the position description**

With so much of school this basis both in quantity and quality, of course, there is also a task that much more. Often because of work, human resources is likely often do not work according to his description.

Of course, the number of human resource unusual and unlike other elementary schools, the tasks to be performed in the school is also not uncommon. At the regular school especially in Malang, many tasks at school is held by an even all human resources. For example the post of librarian positions that are generally held by a teacher, subject teachers, or any teacher extracurricular. At the "Model" of Public Elementary School positions such as librarians can not held by a resource other than the librarian should have qualified as a librarian, too many books to be taken care of and are not likely to be managed by the human resources let alone concurrently

#### **c. Human Resources Capabilities, associated with workload**

Under Law No. 14 of 2005 on Teachers and Lecturers, teachers have the workload between 24 to 37.5 hours per week. This provision is based and balanced with the ability of teachers and their salaries. Indonesia also familiar with the title of honorary teachers. Part time teachers or it could be called a volunteer is to help teachers who have not registered as civil servants.

About payroll, part time teachers are paid by the school itself. SDN "Model"

given salary on part time teachers and Employee Variable (PTT) based on the number of hours worked and the hourly teaching for SDN "Model" of Rp 25,000.00

### **4. Supporting and Inhibiting Factors**

#### **a. Supporting Factors**

With a land area of approximately one acre makes this school has more value in the provision of facilities. In addition to adequate facilities, the amount of human resources is more than enough to make this school has a rate of speed faster completion of tasks completed and the amount has been able to significantly reduce the amount of work.

#### **b. Inhibiting Factors**

Quantity already exceeded expectations, but not necessarily with the degree to which every resource can be useful for any positions in question occupy. When it comes to the quality of the quantities was not too important.

The working hours of part time teachers in this school has not been made clear minimum rules. Maximizing working hours purely because of the deal with the absence of clear rules for the minimum hours of work. This one day could be a stumbling block when talking about equality duties associated with the nominal amount of the salary received. Does not rule out the possibility that there could be a gap between the social get higher salaries with lower.

The existence of laws needed part time teachers to set both a minimum number of hours and the maximum is needed. During this time in Indonesia, particularly in the "Model" of Public Elementary School has been no clear rules on working hours or minimum and maximum workload. If the human resources to get the high workload in question will also get a high salary as well. The problem is if there is social inequality. By comparison worth about the amount of workload and the amount of salary that will impact the human resources that have a low workload because the workload is low, the amount of wages earned are also not too high

### **Conclusion**

Most of the human resources (teachers and employees) already have a basic or an appropriate educational background with the position entrusted to the relevant school. However, there are several human resources that

do not have the educational background criteria in the job.

Factors supporting the placement of human resources in the organization are the facilities and human resources. Although human resources into the supporting factors, but human resources is also included in inhibiting factor because of quality problems. In addition to human resources as a limiting factor, the absence of laws governing the number of hours worked part time teachers and the allocation of funds to hire part time teachers are also taken into account as a factor inhibiting meriting.

### Recommendation

Some of the advice given by the author to the “Model” of Public Elementary School:

1. It is expected that the “Model” of Public Elementary School not only use the three principles in the placement of human resources but also use other principles such as

the principle of democracy, the principle of unity of direction and the principle of unity of purpose.

2. The criteria used should also be added as criteria of technical expertise, social relationship skills, and conceptual skills.
3. Educational background in every position should be in accordance with existing positions. Conformity will bring high productivity and efficiency of the work.
4. Maximizing the amount of work load has been determined by the “Model” of Public Elementary School, but should also set a minimum amount of workload for every human resources so that there is no social inequalities in every human resources.
5. Quality of human resources should be corrected. Although human resources is a contributing factor, but it can also be a limiting factor in the placement with the lack of quality of the human resources.

---

### References

- Aziza, Kurnia Sari(2013) Mengapa Basuki Gelar Lelang Jabatan Kepala Sekolah?.Kompas [Internet], 13 July. Available from : < <http://megapolitan.kompas.com/read/2013/07/13/1019281/Mengapa.Basuki.Gelar.Lelang.Jabatan.Kepala.Sekolah>> [Accessed 10 October 2013, 14.30 WIB].
- Mathis, L. R. Dan J. H. Jackson. (2006)**Manajemen Sumber Daya Manusia (Human Resource Management)**. Jakarta: PT Salemba Empat.
- Menpan no 19 tahun 1990.
- PP nomor 19 tahun 2005 tentang Standar Nasional Pendidikan.Jakarta, Kementerian Pendidikan dan Kebudayaan Republik Indonesia
- Siagian, Sondang .(2008) **Manajemen Sumber Daya Manusia (cetakan 15)**. Jakarta: Bumi Aksara.
- Soedjadi,FX.(1992)**Organization and Methods, Penunjang Berhasilnya Proses Manajemen**.Haji Masagung:Jakarta.
- Undang-Undang Nomor 14 Tahun 2005 tentang Guru dan Dosen.Jakarta, Kementerian Pendidikan dan Kebudayaan Republik Indonesia.
- Undang-Undang Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional.Jakarta, Kementerian Pendidikan dan Kebudayaan Republik Indonesia.